



AGILE TRANSFORMATION

USING THE INTEGRAL AGILE TRANSFORMATION
FRAMEWORK™ TO THINK AND LEAD **DIFFERENTLY**



MICHAEL K. **SPAYD** | MICHELE **MADORE**

Praise for *Agile Transformation*

"Agile Transformation is a wonderful, very readable, and very important book. What makes virtually all other books on transformation, leadership, and business so inadequate is their partial, incomplete, and non-inclusive character. This is exactly the inadequacy handled by *Agile Transformation* through the use of Integral metatheory, a systemic framework built to be as comprehensive as possible. Thus, *Agile Transformation* is as inclusive as can be, and that is what makes this book so incredibly important. So if you are engaged in a transformation, I strongly recommend that you not continue to be fractured and broken in your own approach, but step up to the wholeness and completeness of *Agile Transformation*."

—Ken Wilber, *The Integral Vision*

"This book does not pull its punches. From the first page to the last, the Agile Transformation operating system works the simple and core truth about transforming an organization—it depends on you being transformed. There will be no Agile organizational transformation otherwise. There is much in this book that will help you learn about how to implement a successful Agile Transformation, but it is all for naught if you don't embody and lead the change. You are the vessel. It won't change unless you do. If you're serious about having your Agile Transformation succeed, read this book."

—Bob Anderson, chairman, The Leadership Circle

"It's difficult to keep your focus sharp while broadening your perspective, but that is what Michele and Michael have pulled off in their new book on leading Agile Transformation. Impressively succinct, they provide straightforward tools and essential advice that will be useful for all leaders of transformation initiatives. So how did they do it? Well, for one thing, rather than positioning traditional and Agile-inspired management viewpoints as locked in combat, as many of their predecessors have done, they show how they are equally important, complementary features of a single unifying framework. Just as important, they know what is imperative, what to simplify, and what to ignore, the kind of knowledge that can only be distilled from decades of experience."

—Charlie Rudd, chairman and CEO, SolutionsIQ, an Accenture company

"This is a must-read for any leader embarking on or in the midst of an Agile Transformation. Michele Madore and Michael Spayd's integral approach provides organizations with tremendous insights into how to overcome the pitfalls of process-centric transformations that are all too common. They have done a brilliant job of making clear, relatable, and actionable what many see as the most nebulous aspects of leading transformation."

—Shannon Ewan, managing director, ICAgile

"Michele and Michael have written a beautiful book about change, intertwining their in-depth knowledge and vast experience with Agile Transformations. It gave me a vocabulary and understanding of the change territory, so now I have a way to navigate, too, and at the same time, it has nudged me gently to start exploring the same and go for my own development journey."

—Zvonimir Durcevic, enterprise Agile coach

Agile Transformation: Using the Integral Agile Transformation Framework™ to Think and Lead Differently

Table of Contents

Cover

Half Title

Title Page

Copyright Page

Contents

Preface

Acknowledgments

About the Authors

Introduction: Why an Integral Perspective?

 The Integral Operating System

 How This Book Can Change Your Perspective

 How This Book Is Organized

 Part I, Agile Transformation: An Integral Approach

 Part II, Transformational Leadership: Upgrading the Leaders Operating
 System

 Part III, Organizational Transformation: Putting the Integral Compass to Work

 Questions Addressed by This Book

 Our Perspective (and Biases)

Part I: Agile Transformation: An Integral Approach

Table of Contents

1 The Holon: Fundamental Building Block of the Integral Framework

Organizational Complexity

Holons

Four Patterns of Holons

Holons and Agile Transformations

Holon Principles for Transformation

Scale Shifting

Summary

From Insight to Action

Chapter Notes

2 The Quadrants: The Four Fundamental Perspectives

Deconstructing the Four Perspectives

How Each Quadrant Operates

How to Be Integral

Arguments Between Quadrants

Quadrants in Agile Transformations

Summary

From Insight to Action

Chapter Notes

3 Integral Altitudes: The Evolution of Complexity

Why Altitude Matters

The Integral Concept of Altitude

How Altitudes Show Up in Organizations

What You Need to Know about Stage Development Models

Transcend and Include

Conformist-Amber Altitude

Achievement-Orange Altitude

Pluralistic-Green Altitude

Evolutionary-Teal Altitude

Corroborating Research on Altitude

Table of Contents

Clare Gravess Research

Spiral Dynamics: Continuing Gravess Work

Evolution Across Quadrants

Generic Altitude Names

Integral Altitude and Agile Transformations

Summary

From Insight to Action

Chapter Notes

4 Lines of Development

Developmental Lines

Developmental Lines and Agile Transformations

From Insight to Action

Summary of Part I

Applying Integral Thinking to Your Agile Transformation

Part II: Transformational Leadership: Upgrading the Leaders Operating System

A Note on Our Thinking about Integral Leadership

5 Transformational Leadership

The Context for Transformational Leadership

The Leaders Operating System

The Business Case for Transformational Leadership

Collective Leadership Effectiveness

Leader-First Transformation

The Essence of Transformational Leadership

Moving from Transactional to Transformational

The Role of Consciousness

Taking the Perspective of Others

Summary

From Insight to Action

6 The Developmental Landscape

Table of Contents

The Core of Development: Our Story

Deconstructing the Levels

Kegans Orders of Mind

Problem-Reacting Leadership

Outcome-Creating Leadership

Integral Leadership

Collective Leadership Development

Summary

From Insight to Action

7 The Developmental Path

How Development Actually Happens

The SubjectObject Switch in Action

Seeing Our Seer

Taking the Perspective of Other

The Shift from Reactive to Creative

The Shift from Creative to Integral

Using the Integral Disciplines to Foster Development

Increasing Collective Effectiveness

Summary

From Insight to Action

Part III: Organizational Transformation: Putting the Integral Compass to Work

8 The Integral Agile Transformation Framework: An Overview

How Do We Use the Map?

The IATF Quadrants

Leadership and Mindset (I Quadrant)

Practices and Behavior (IT Quadrant)

Organizational Architecture (ITS Quadrant)

Organizational Culture and Relationships (WE Quadrant)

Integrating the Quadrant Perspectives

Table of Contents

Development within the Quadrants

How Quadrants Look from Different Holons

Leadership and Mindset

Practices and Behavior

Organizational Architecture

Organizational Culture and Relationships

Summary

From Insight to Action

9 The Integral Disciplines: Focusing the Transformation

Integral Disciplines and Developmental Lines

IATF Integral Disciplines

Integral Disciplines Mapped to Developmental Lines

Evolving Conscious Change: Developing Your Approach

Evolving Consciousness: Developing Leadership and Mindset

Evolving Product Innovation: Developing Practices and Behaviors

Evolving Adaptive Architectures: Developing Organizational Architecture

Evolving Systemic Complexity: Developing Organizational Culture and Relationships

Summary

From Insight to Action

Chapter Notes

10 Leading an Agile Transformation

How to Get Started

Transformational Leader Role and Competencies

Developing Self as Leader

Coaching Range

Developing Leadership in Organizations

Guiding Organizational Agility

Guiding the Change Process

Activating the Integral Disciplines

Using the Integral Disciplines as an Organizational Compass

Summary

Table of Contents

In Conclusion

References and Relevant Readings

Index